



# U.S. COAST GUARD



## Homeland Security

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#### MAXHR CIVILIAN COMPETENCY SURVEY

The Department of Homeland Security (DHS) recently announced a on-line Competency Survey for MAXHR covered civilian employees to gather information that will be used to develop the new MAXHR performance management system. The survey period is scheduled to run from 28 June to 15 July. It should only be taken by General Schedule employees that are covered by the performance management or pay banding provisions of MAXHR. Separate surveys will be administered at a later date for Federal Wage System employees and Senior Executive Service members.

It is critical that as many civilian employees as possible complete the survey to ensure that the competencies contained in the new performance management system are based on work activities that are important and relevant to the performance of their jobs. The information from the survey will be used to develop performance standards, as well as for coaching, training, and development purposes.

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Competencies are the measurable or observable knowledge, skills, abilities, behaviors and other characteristics required by a position. Competencies will initially be used in conjunction with performance goals and objectives to rate employee performance. Competencies will also be used in other Human Capital programs, such as to develop qualifications and selection requirements for recruitment and promotion, and to help employees identify possible career paths.

Through preliminary research involving approximately 1,000 DHS employees, as well as research with other Federal agencies, ten competencies were identified for consideration: (1) Technical Competence, (2) Critical Thinking; (3) Cooperation/Teamwork; (4) Communication; (5) Customer Service, (6) Managing Resources, (7) Representing the Agency, (8) Achieving Results, (9) Leadership, and (10) Assigning/Evaluating/Monitoring Work. Each competency is defined in terms of "work behaviors" based on focus groups with DHS functional experts and through consultation with union representatives. Employees will be asked to rate the work activities within each competency in terms of its importance to the work they personally perform.

The survey takes about 15 minutes to complete. Survey responses may be submitted until July 15, 2005. Responses are strictly confidential. Responses will be consolidated and reported to the DHS MAXHR design team in aggregate form, and will not be reported in any way that could identify individuals.

Employees can access the survey from any computer that has internet access by cutting and pasting the following link to the address bar in their browser.

<http://learning.uscg.mil/perseus/surveys/1662616114/5d6fa34.htm>

Employees who do not have access to a computer may call the MAXHR design

team at (202) 357-8417 to receive a paper survey and directions for completion.

The performance management system is a critical component of MAXHR. It is essential that employees take the opportunity to participate in the survey. I urge you to demonstrate your commitment to MAXHR by encouraging full participation in this effort.

Regards,

*RADM Kenneth T. Venuto*  
Ken Venuto

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